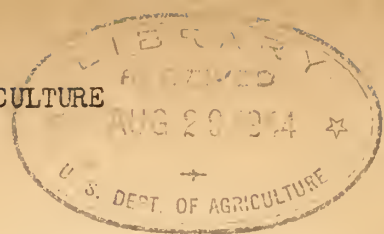


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UNITED STATES DEPARTMENT OF AGRICULTURE
SOIL CONSERVATION SERVICE
Washington, D. C.



FIELD MEMORANDUM NO. 1061

Re: Reorganization of the
Service

May 5, 1942

TO ALL RANKING FIELD OFFICERS:

The attack at Pearl Harbor sounded the end of business as usual throughout the United States, both public and private. Any other course would exceed the bounds of common sense. It would be precisely what the enemy desires, and to use it would prove inconceivably deadly--in my opinion, the beginning of the end of our national life.

We haven't taken that course to oblivion.

And so, it's not business as usual with us in the Soil Conservation Service--not at all.

The Government has called for an enormous increase in this year's production of essential foods, oils, and fibers. These products of the soil are sinews of war like guns, planes, and ships. Thus agriculture enters the war service.

No such task has ever before confronted this nation. Our land is asked to make an all-time record production. Next year it may be asked to do more. There is no way of knowing. No one can determine now what our land may be called on to produce in subsequent years and on thought the heavy task of feeding the world after we and our Allies have put down this insane attempt of the enemy to destroy us and our civilization. Corn and hogs; milk, eggs, butter, and cheese; soybeans, peanuts, and flax; cotton and beef are fighting materials. Guns cannot long be fired without them.

During the first World War the productive capacity of millions of acres was unnecessarily reduced or destroyed through unwise use. Then we had no program for the defense of the basic soil resource; generally we didn't know much about erosion and but little about its control. Now we do know a great deal about the problem and how to control it, and we have a program of soil and water conservation under way.

The Soil Conservation Service is out on the firing line now in this battle of producing food for war. And the Service is not out there just talking and observing and planning. It's out there, with other agencies, doing things--working in soil conservation districts, working in the fields on the land with dirt farmers to get this vitally important war production--and get it with least damage to the land.

It takes men to do these things--men who know how to run contour lines, to fit rotations to the land on a contour basis, to locate terracing systems and help with their installation, and to develop adequate outlets for safe disposal of run-off from torrential rains. These and many other practices and measures that must be used all over the country to increase the productivity of the soil and to secure the land from depreciation and devastation by erosion, we are helping the farmers install in their fields, pastures, woodlots, and gullies.

We are out there fighting with the full understanding that if we fail--if we don't get the production--then, we fail the boys whom we have asked to stake, not their personal comforts and jobs and prospects, but their flesh, their strength, their lives.

We shall not fail them nor ourselves. We are going to throw every ounce of our brains and strength and capacity into this task of supreme importance.

Therefore, we have determined as best we know how to place wartime stress on this life-of-the-nation job that must be done now.

Many things we must do. We must help inform the farmers of the nation and all who assist them that we can get increased production not by forgetting or cutting down on soil conservation but through and by reason of conservation. Not enough people understand that soil conservation--which involves conservation and utilization of rainfall, needed land-use adjustments, soil improvement, drainage, and the like--increases the per acre and per farm yields of crops, meat, and wool. This, we know through successful experiences on tens of thousands of farms and ranches across continental United States and our island possessions. This, we must bring others to see, so that we can all work together in united support of this present production task that must not fail.

We must meet the required goals in spite of whatever happens--such as unfavorable weather, labor scarcity, shortages of technical men. Fortunately, we have learned how to produce during times of drought beyond hitherto possibilities by conserving more of the rainfall, we have learned to push up per acre output by using land according to its capacity and conservation needs, and we have built an organization that knows how to train men in the skills of soil conservation to replace those called to other war activities.

Shifting our basis of action to all-out-war-production, we are making some revisions in our organization. In these readjustments main emphasis naturally has been directed toward getting more and more manpower out of offices onto the land where the rains fall, where soil is washed away (if we fail to protect it), and where crops grow and livestock feed. We have started with reorganization in the Washington office. As quickly as possible regional officers must clear the decks for reinforcements and replacements needed in the first-line trenches--on the land.

It is the desire of all of us in the Service and of the responsible officers of the Department of Agriculture that the basic organization of the Soil Conservation Service at all times be that which will permit it to render the greatest amount of effective assistance to farmers and ranchers with the least possible cost. In keeping with current and prospective problems, therefore, the basic organization structure of the Soil Conservation Service is being realigned as stated above. This memorandum described these basic realignments.

ORGANIZATION PRINCIPLES

The following general principles were kept constantly in mind in making the changes in the organization of the Service set forth in this memorandum:

1. The line of administrative authority is from the Chief to the Regional Conservator to the State Conservationist to the District Conservationist (work group leader) and work unit leader. (Each of the first four officers mentioned represent an administrative level of the Service. The term "work group" used in this memorandum refers to several work units in a specifically delineated portion of a state served by a District Conservationist.)
2. Staff personnel at any level have responsibilities for planning, guiding, and examining field work in accordance with approved functions but only by specific delegation do they have administrative authority.
3. The establishment of administrative and work units must be based upon the principles of work load.
4. The major Service contributions to achieving the objective of soil erosion control, water conservation and sound land use are made by work groups and work units. Adequate personnel, equipment, and supplies must be provided these units and to this end, resources of the Service used in the Washington, regional and State Conservationist's office in facilitating and guiding the efforts of the work groups and work units must be held to the minimum.
5. All responsibilities for the activities of the Service shall be distributed appropriately to the respective administrative levels set up in "1" above.

As a part of this memorandum, two charts are attached:

1. Approved organization of the Washington office.
2. Approved organization of the field offices.

The narrative explaining the charts and setting forth the revised functions, changes in organization, and new procedures at the various levels is presented in three parts as listed below:

Part I - Functions Performed at the Various Administrative Levels

Part II - Changes in Organization at the Various Administrative Levels

Part III- Basic Organization and Functional Procedures of Field Offices Conducting Operations Activities

PART I - FUNCTIONS PERFORMED AT THE VARIOUS ADMINISTRATIVE LEVELS

A. Washington Office

1. Formulates broad policies and standards for all phases of Service work.
2. Develops basic planning and action procedures needed to facilitate the work of the Service.
3. Assembles and disseminates information concerning all phases of Service work including new or improved practices and procedures.
4. Examines field activities to assure adherence to broad policies and standards.
5. Directs a coordinated program of research in all phases of soil erosion control, water conservation and sound land use.
6. Maintains relationships and develops cooperative arrangements with federal, state and other agencies engaged in related activities.
7. Assists in developing and prosecuting a broad program of public information and education concerning soil erosion control, water conservation and sound land use.
8. Develops, correlates, and presents estimates and budgets for all phases of Service work, makes allocation of appropriated funds to field offices, and accounts for and justifies use made of all funds.
9. Established and supervises the application of administrative control to insure conformance with administrative policies, regulations and laws.

B. Regional Office

1. Formulates regional policies and standards within those established by the Washington office.
2. Coordinates the various applicable lines of action (Soil Conservation, Farm Forestry, Flood Control, Submarginal Land Utilization, Drainage and Irrigation) into a complete program of soil erosion control, water conservation and sound land use for major homogeneous physical subdivisions of the region.
3. Maintains technical direction and supervision of the coordinated activities of the Service, and maintains volume application of conservation measures of high standard to maximum land areas commensurate with the funds used in the region.
4. Directs and conducts budgeting, procuring, auditing and accounting activities and personnel management functions of the region.
5. Supervises region-wide special projects, such as nurseries, cartography and flood surveys.

6. Maintains relationships with the regional offices of other agencies and guides the relations work and cooperative arrangements with federal, state and other agencies operating within the SCS region.

7. Keeps public informed with reference to the work of the Service.

C. State Conservationist's Office

1. Maintains relationships with appropriate agencies within the state and develops, under the guidance of the Regional Conservator, cooperative understandings and arrangements essential to the achieving of the objectives of the Service.
2. Develops, analyzes and improves, with the assistance of the District Conservationists, the organization for each work unit in the state to insure maximum work production (surveys, planning, execution and maintenance).
3. Prepares budget estimates for operations activities within the state and maintains budget control of all funds allotted.
4. Initiates and transmits to the regional office recommendations for personnel actions.
5. Conducts, within prescribed limits, procurement, auditing, accounting, and property control functions for the work units in the state.

D. District Conservationist's Office

1. Maintains relations with the governing bodies of any conservation districts assisted by the Service within the territory he serves and assists in familiarizing the members of such governing bodies with their duties and responsibilities.
2. Maintains relations with local agencies responsible for educational work and other agencies or groups in position to further soil erosion control, water conservation and sound land use.
3. Directs the use of conservation survey personnel within the territory he serves.
4. Gives the necessary assistance, insofar as his other Service responsibilities will permit, in representing the Service in Departmental and related programs in the territory he serves.
5. Prepares farm, ranch or other land unit plans of moderate to extreme difficulty.
6. Supervises work units located in the territory he serves to insure the planning, execution and maintenance in an economical manner of a soil conservation program of high quality on a large number of farms.

The District Conservationist will be responsible to the State Conservationist for "1", "2", "3", "4" and "5" of the above and in "6" he will be responsible to the State Conservationist for planning, execution and maintenance of work in accordance with policies and standards approved by the Regional Conservator and technically directed and supervised by him and his staff.

Work Unit Assisting a Conservation District

1. Furthers the work of the district being assisted by the Service through assisting the district:
 - a. In making necessary surveys.
 - b. In helping owners and operators of lands within the districts to prepare soil conservation and erosion control plans for farms, ranches, and other units of land.
 - c. By explaining cooperative and working agreements and obtaining signatures thereto.
 - d. In aiding land owners and operators to perform operations which require technical skill beyond the experience of the individuals involved.
 - e. In preparing soil conservation and erosion control plans for lands owned or leased by the district and in applying such plans.
 - f. In determining the adequacy of soil conservation practices which have been put into operation pursuant to soil conservation and erosion control plans.
 - g. In recommending necessary revisions in such plans.
 - h. In checking the carrying out of such plans.
 - i. As consultants in improving the district's program and in keeping its work plan current.
 - j. By serving upon request on such advisory committees as the district may establish.
 - k. In keeping records and preparing reports.
 - l. In other related activities.
2. Maintains close working relationships with local representatives of educational and other agencies or groups which are assisting or cooperating with the conservation district by leading or participating in group acting in soil erosion control, water conservation and sound land use.

Work Unit within Approved Areas Other than Conservation Districts

1. Cooperates with owners and operators of land within approved Service Operations areas (or performs, as the case may be, on lands administered by the Service):
 - a. In making necessary surveys.

- b. In helping to prepare soil conservation and erosion control plans for farms, ranches, and other units of land.
 - c. Explains cooperative and working agreements and obtains signatures thereto.
 - d. Aids in the performance of operations which require technical skill beyond the experience of the individuals involved.
 - e. Aids in determining the adequacy of soil conservation practices which have been put into operation pursuant to soil conservation and erosion control plans.
 - f. Recommends necessary revisions in such plans.
 - g. Checks the carrying out of such plans.
 - h. Keeps records and prepares reports.
 - i. Performs related activities.
2. Maintains close working relationships with local representatives of educational and other agencies or groups which are rendering assistance to owners and operators of lands within approved Service Operations areas by leading or participating in group action in soil erosion control, water conservation and sound land use.

PART II - CHANGES IN ORGANIZATION AT THE VARIOUS ADMINISTRATIVE LEVELS

A. Washington Office

1. The following positions have been eliminated from the approved organization of the Service:

Assistant Chief, Lands and Program Coordination
Assistant Chief, Administration
Assistant Chief, Technical Operations
Assistant Chief, Surveys and Project Plans
Assistant Chief, Cooperative Relations and Information
2. A functional position of Assistant Chief, with the working title "Chief of Operations," has been approved.
3. The Assistant Chief, Research, will have the working title "Chief of Research."
4. Functions of the five positions listed in "1" above are assumed by the offices of the Chief of Operations and of the Chief in accordance with the attached functional chart.
5. The divisions listed below have been eliminated from the approved organization of the Service.
 - a. Institutional Adjustments
 - b. Farm Planning and Management
 - c. Economic Surveys
 - d. Program Procedures
 - e. Economics*
 - f. Hill Culture*
 - g. Farm Drainage*
 - h. Conservation Experiment Stations*
 - i. Hydrologic*
 - j. Sedimentation Studies*
 - k. Climatic and Physiographic*

*Research
6. Functions of the divisions listed as "5a", "b", "c" and "d" are assumed by the Project Plans Division. (See functional chart.)
7. Functions of discontinued Research divisions, "5e", "f", "g", "h", "i", "j" and "k" are assumed by divisions "10b" and "c" and the Research Specialists attached to the Office of the Chief of Research. (See functional chart.)
8. The divisions listed below, performing essentially the same functions as before, bear new names:
 - a. Administrative Services Division (formerly Service Operations Division)
 - b. Range Division (formerly Range Conservation Division)
 - c. Soil Conservation Surveys Division (formerly Physical Surveys Division)

9. The "Camp Operations Division" replaces the "Office of CCC Operations."
10. The following new divisions are included in the approved organization:
 - a. Records and Reports Division (attached to the Office of the Chief)
 - b. Erosion Control Practices Division (Research)
 - c. Water Conservation and Disposal Practices Division (Research) (See functional and organization charts.)

B. Regions

The number of administrative regions for the Service has been changed from ten to seven. The official name and numerical designation, the Regional Conservator, the regional headquarters, and the States or Insular or Territorial possessions included within each of the seven regions are as follows:

1. The Northeastern Region--Region 1: Dr. A. L. Patrick, Regional Conservator; regional headquarters at Upper Darby, Pennsylvania. States included within the region: Connecticut, Delaware, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont and West Virginia.
2. The Southeastern Region--Region 2: Dr. T. S. Buie, Regional Conservator; regional headquarters at Spartanburg, South Carolina. States and Insular possessions included within the region: Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee, Virginia, Puerto Rico and the Virgin Islands.
3. The Upper Mississippi Region--Region 3: Mr. R. H. Musser, Regional Conservator; regional headquarters at Milwaukee, Wisconsin. States included within the region: Illinois, Indiana, Iowa, Michigan, Minnesota, Missouri, Ohio and Wisconsin.
4. The Western Gulf Region--Region 4: Mr. Louis P. Merrill, Regional Conservator; regional headquarters at Fort Worth, Texas. States included within the region: Arkansas, Louisiana, Oklahoma and Texas.
5. The Northern Great Plains Region--Region 5: Mr. A. E. McClymonds, Regional Conservator; regional headquarters at Lincoln, Nebraska. States included within the region: Kansas, Montana, Nebraska, North Dakota, South Dakota and Wyoming.
6. The Southwest Region--Region 6: Mr. H. G. Calkins, Regional Conservator; regional headquarters at Albuquerque, New Mexico. States included within the region: Arizona, Colorado, New Mexico and Utah.
7. The Pacific Coast Region--Region 7: Mr. J. H. Christ, Regional Conservator; regional headquarters at Portland, Oregon. States and Territories included within the region: California, Idaho, Nevada, Oregon, Washington, Alaska and Hawaii.

(Service committees will be designated by the Chief to work out the details incident to the reorganization at the regional level.)

C. Regional Offices

1. The following positions have been eliminated from the approved organization of the Service:

Assistant Regional Conservator, Technical Operations*
Assistant Regional Conservator, Administration*
Assistant Regional Conservator, Lands and Program Coordination*
Assistant Regional Conservator, Surveys and Project Plans*

*Also positions involving combinations of two or more of these functional titles.

2. A maximum of two Assistant Regional Conservators has been approved for each regional office.
 - a. One of these positions is entitled "Assistant Regional Conservator" in the Regional Conservator's office and the incumbent will serve as an over-all assistant to the Regional Conservator.
 - b. The other Assistant Regional Conservator's position bears the working title "Regional Chief of Operations."
3. The divisions listed below have been eliminated from the approved organization of the Service:
 - a. Institutional Adjustments
 - b. Farm Planning and Management
 - c. Economic Surveys
4. Functions of the divisions listed in "3" above are assumed by the Project Plans Division.
5. The divisions listed below, performing essentially the same functions as before, bear new names:
 - a. Administrative Services Division (formerly Service Operations Division)
 - b. Range Division (formerly Range Conservation Division)
 - c. Soil Conservation Surveys Division (formerly Physical Surveys Division)
6. A new division bearing the name "Records and Reports Division" (attached to the office of the Regional Conservator) is included in the approved organization.
7. "Camp Operations" replaces "CCC Operations" in the approved organization.
8. "Zone Technicians" (with headquarters in the regional office, responsible to the Regional Chief of Operations) are included in the approved organization at the regional level.

9. The following positions have been eliminated from the approved organization at the regional level:
 - a. State Coordinator
 - b. Assistant State Coordinator
 - c. All other positions in the State Coordinator's office

D. Other Field Offices

1. The following positions have been eliminated from the approved organization below the regional level:
 - a. Area Conservationist
 - b. Assistant Area Conservationist
 - c. All other area office positions
2. The following titles for new positions have been approved:
 - a. State Conservationist
 - b. Assistant State Conservationist
 - c. Administrative (CAF) and custodial (CU) positions in the State Conservationist's office
3. The use of the title "District Conservationist" has been approved for the work group leader regardless of whether or not the work group includes a work unit assigned to a soil conservation district. The title "Unit Conservationist" has been eliminated from the approved organization.
4. The use of the title "Survey Supervisor" has been approved. Survey Supervisors are responsible to the Chief, Soil Conservation Surveys Division of the regional office for the technical adequacy of surveys made in the territory assigned to each but will have field headquarters.
5. One Soil Conservation Survey Party (the number of surveyors will be determined by the work load) will be assigned to each work group and the Party Leader of such party will secure his instructions concerning "when and where" to make surveys from the District Conservationist.

PART III - BASIC ORGANIZATION AND FUNCTIONAL PROCEDURES OF FIELD OFFICES
CONDUCTING OPERATIONS ACTIVITIES

A. Regional Office Divisions

The standard organization of Regional Agronomy, Biology, Engineering and Forestry Divisions in all regions and Range Division in each western region is limited to one staff position, the Division Chief. As a part of their duties, these Division Chiefs will be responsible for the training and guidance of Zone Technicians in the respective technical fields comprising the complete coordinated program of soil erosion control, water conservation and sound land use. In addition, Division Chiefs will assist District Conservationists with emergency, seasonal or the more difficult technical problems encountered in the work units and will conduct, with the assistance of the assigned Zone Technicians and the Regional Training Officer, field training programs for work unit personnel in the respective technical fields.

In those cases where there is an actual work need for one or more specialized assistants to the Chief of any of the divisions named above, allocation of such positions may be requested. For example, during the period of integration of the work of the Prairie States Forestry Project there will be need for one or more Assistant Regional Foresters in each region involved. In other cases, allocation may be requested for a specialized assistant in drainage, irrigation or construction for the Engineering Division.

The key to the successful technical direction and supervision of the coordinated activities of the Service is the free interchange of information between the personnel of all regional divisions and offices and the Zone Technicians. Zone Technicians will be headquartered at the regional office and shall be an integral part of the staff of the Regional Chief of Operations. It is suggested that Division Chiefs have the same office weeks as the Zone Technicians and that not less than a two-day conference, directed by the Regional Chief of Operations, be held during each office week to exchange ideas and observations, to seek and secure advice, guidance, and information and, in general, to coordinate the work of the Division Chiefs, other staff members concerned, and the Zone Technicians.

B. Zone Technicians

In the interest of providing an effective system whereby the regional technical staff can extend to the work units the technical assistance needed to insure adequate quality of operations work of the Service, Zone Technicians will be assigned to work within geographically delineated zones. The number of zones (and Zone Technicians) required in any given region will be governed by the work load.

Except in unusual cases, a zone will include 8 to 12 work groups, each served by a District Conservationist. This will permit the Zone Technicians to assist each District Conservationist with the technical problems encountered in the work units comprising the work group for a period of approximately one week three or four times a year. Insofar as practical, the zone should consist of geographical areas that have some similar or related land characteristics, such as major soil groupings, broad types of agriculture, or generally common conservation problems.

The technicians must have a comprehensive knowledge of soil erosion control, water conservation and sound land use and related problems in the zones to which assigned. Except in unusual circumstances, two technicians—one with broad training and experience in the vegetative field and one with similar qualifications in engineering--would constitute a team for an assignment. These zone men will provide the technical guidance necessary for the District Conservationist to attain the required high standard of work. The Zone Technicians will not function as inspectors nor should they be considered as such. They constitute an integral part of the working staff of each District Conservationist in the zone. The District Conservationist is responsible for planning the activities of and routing the Zone Technicians during the time they are assisting the work group.

These technicians will represent all the specialized technical fields comprising the complete soil erosion control, water conservation and sound land use activities of the Service in the zone to which assigned. The technical resources of the entire regional staff are back of these Zone Technicians. Essentially, the Regional Division Chiefs have over-all responsibility for the technical guidance of the District Conservationists and work unit personnel. The Zone Technicians provide a feasible and practical method of projecting the knowledge and information of the regional divisions to the problems at the work unit level.

The Zone Technicians must maintain a carefully planned schedule, working with each District Conservationist and the work unit personnel on specified dates. Three weeks in the field followed by a week in the office is considered generally an effective division of time during the first year this system is used.

C. State Conservationist

The State Conservationist is responsible for the administrative and relationship functions necessary to further, with related assistance and direction from the regional office, the work of the Service within the state.

Functions formerly accomplished through the State Coordinator and the Area Conservationists, with the exception of technical direction and supervision, are now consolidated and assigned to the State Conservationist. The State Conservationist's office is the first unit of organization below the regional level and all work groups within the state are included within its administrative jurisdiction except specialized projects such as flood control surveys, nurseries or other specifically directed by the regional office.

Governed by the volume of work, geographic distribution and relative difficulty of problems involved, the Regional Conservator may request allocation of positions for one or more Assistant State Conservationists, clerical and custodial personnel as the need for such assistance is established.

The State Conservationist, with the assistance of the District Conservationist, is responsible for developing the functional organization for each work unit in the state to insure maximum work production. Since Zone Technicians will work closely with District Conservationists in maintaining technical supervision and direction of the activities of the work units, it is evident

that the State Conservationist and the technicians assigned to zones wholly or partly within the state must coordinate their efforts. To this end, it is suggested that:

1. The Regional Chief of Operations furnish to the State Conservationist the schedules of Zone Technicians involving assistance to work groups in the state.
2. In order that joint consideration may be given to the activities for which each is responsible, the State Conservationist (or any assistant), when practicable, accompany Zone Technicians on scheduled visits to work groups.
3. Work production problems which come to the attention of the Zone Technicians when the state Conservationist is not present to be reported to the State Conservationists by the Zone Technicians.
4. Technical problems pertaining to the quality of planning, application and maintenance of work which come to the attention of State Conservationist when the Zone Technicians are not present be reported to the appropriate Zone Technicians.
5. The State Conservationist receive a copy of each technical assistance report made by Zone Technicians concerning a work unit in the state.
6. The State Conservationist furnish to the Regional Chief of Operations a copy of each work organization or production problems report made to a District Conservationist concerning a work unit in the state, such reports to be routed to and reviewed by appropriate Zone Technicians.

D. District Conservationist

The District Conservationist is responsible for technical and administrative Supervision of Service activities, except research, in a work group (several work units in a specifically delineated geographical area). The essential criterion for delineating a geographical area to be served by a District Conservationist is that of work load--the number of Service work units already established or to be immediately established. The work group served by the District Conservationist will include several Service work units except where work units are isolated. The work group may include:

1. The work units assigned to assist from two to four conservation district with one or more units assisting each district.
2. The work units assigned to assist a single conservation district when there are several work units.
3. The one or more work units assigned (a) to assist a single isolated conservation district or (b) for work in an isolated operations area approved for Service cooperation directly with land owners and operators.
4. A combination of work units assigned (a) to assist conservation districts and (b) for work in operations areas approved for Service cooperation directly with land owners and operators.

5. A combination of work units assigned for work in different types of operations areas approved for Service cooperation directly with land owners and operators such as land utilization, farm forestry and demonstration project areas.

The number of work units for which a District Conservationist is responsible will be determined by the feasibility and practicability of such conservationist discharging the functions established for the position. The time and effort of the work unit personnel must be devoted as nearly as possible to duties which directly contribute to preparation and application of conservation plans for farms, ranches, and other units of land. As the number and location of work units change from time to time, appropriate adjustments will be made in the delineation of areas within which District Conservationists serve and in the number and headquarters of such conservationists. Due to the fact that work units may not be located in some parts of a region, it is not essential that every segment of a region be included within the work groups served by District Conservationists.

The District Conservationist not only supervises the work unit personnel, but will prepare conservation plans of moderate to extreme difficulty for farms, ranches, and other units of land within the various work units included in the work group and for Extension-SCS demonstration farms designated by the State Conservationist. In general, he performs those duties that would tend to take the time and attention of work unit personnel away from directly assisting in the planning and application of conservation to the land.

The District Conservationist must plan his work so that he is with the Zone Technicians the maximum time possible during the three or four periods of one week each that these technicians spend in the work units included in the work group during the year. Since it is desirable to spend enough time at each work unit assisted to permit thorough analysis of the problems and the development of sound solutions probably not more than two work units should be scheduled for the period of a week. The District Conservationist is responsible for further extending the technical assistance rendered by the Zone Technicians by passing on to the other work units in the work group (1) the suggestions and recommendations on problem solution and (2) information on new and improved conservation measures and equipment.

E. Work Unit

The work unit is the basic, indivisible organization unit of the Service. Under special circumstances, it may consist of only one employee. Except in special purpose units (which will be described herein below) it will normally consist of not more than four employees. The work unit (1) possesses a common headquarters for all its personnel and is headed by a work unit leader who may, in certain types of units, carry other working designations, such as Camp Superintendent in the case of a CCC camp, (2) has a definite work area, (3) leader is a qualified farm or ranch planner, (4) leader does not have supervisory responsibilities which will lessen his individual productiveness in formulating and applying farm or ranch plans. The personnel of the work unit should, in fact, be limited in numbers and distributed by grades in such a way as to provide the maximum number of satisfactory farm, ranch, or other land unit plans per worker, the production of the work unit leader included, (5) has no more than one P-2 farm or ranch planner. The work unit should be thought of as consisting of a farm or ranch planner plus the optimum number and kind of professional and subprofessional assistants.

It is particularly important that no preconceived plan of work unit organization should furnish the basis on which specialized technical staff positions are provided. Based on actual work needs, specialist positions of a staff character may, however, be established in the work group or work unit. If, for example, on a work unit, engineering problems of such technical difficulty that they cannot be solved by a farm planner arise with such frequency as to create the need for the full-time services of an engineer to assist the farm planning staff, an engineering position may be established. If the work units comprising the work group present enough specialized problems to create a need for a full-time specialist position, the position may be established in a staff relationship to the District Conservationist. General Technical personnel, such as Soil Conservationists engaged in farm, ranch or other land unit planning, ordinarily should not be assigned responsibility for serving part-time as specialists assisting other farm planning or supervisory personnel.

F. Special Program Units in the Field Organization

The organization status of special program units expressed in terms of the plan of organization previously set forth in this memorandum is outlined below:

1. Demonstration Projects

A demonstration project in an operations status constitutes a work unit. A demonstration project in a maintenance status and not within a conservation district being assisted by the Service is the equivalent of a staff position in a work unit.

2. Camps

A CCC or CO camp operated by the Soil Conservation Service is considered a work unit.

3. Farm Forestry Project

A farm forestry project under the administrative direction of the Service may be the organization equivalent of a work unit or it may be only a farm forestry specialist position added to the personnel of an existing work unit of the Service.

4. Land Utilization Projects

Ordinarily, a Land Utilization Project would be the organization equivalent of a work unit responsible to a District Conservationist. In certain circumstances, however, the size and complexity of a Land Utilization Project may make it the organization equivalent of a work group.

5. Soil Conservation Nursery

All principal Soil Conservation Service nurseries are the equivalent of work groups. Sub-nurseries which are, in fact, administered through main nurseries would constitute the equivalent of work units. Nurseries, although organizationally not more than work groups in exception to the general rule, usually will be administered directly by the regional office.

6. Drainage and Irrigation Projects

Drainage and irrigation operations activities (exclusive of drainage CCC camps which are included in the discussion about CCC camps) may, like farm forestry projects, be the equivalent of work units or they take the form of specialized staff assistants assigned to existing work units.

7. Flood Control Operations Projects

Insofar as can be anticipated, flood control operations projects will ordinarily take the form of work units, although a concentration of flood control operations of especial complexity may warrant the organization of a number of such units into a specialized flood control work group.

G. Personnel Adjustments and Regional Charts

Many changes in the assignments of the Service's personnel will be necessary to accomplish our objectives of getting more work on the land. All the placement facilities of the Service, the Department and the Civil Service Commission will be utilized to accomplish the maximum number of necessary adjustments. I am sure that every employee concerned will respond as a front-line soldier in this war for the continued existence of our great nation.

It is expected that the basic adjustments required to bring our personnel in line with the approved organization will be essentially completed by June 30, 1942 and that all the adjustments and personnel actions incident thereto will have been consummated by December 31, 1942.

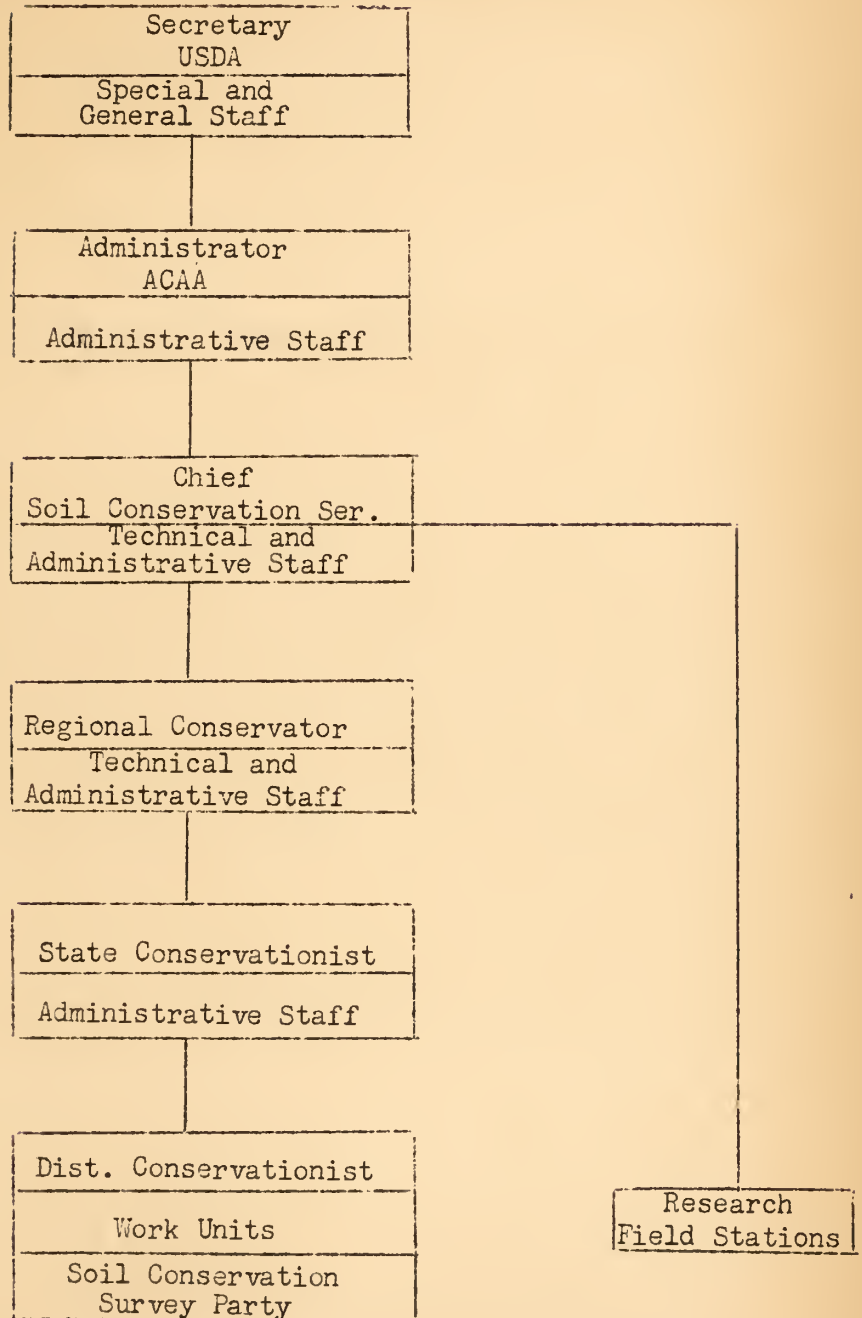
Immediate steps should be taken to prepare a complete set of organization charts for the entire region in conformity with the organization principle set forth in this memorandum. These charts should show the positions to be included in the approved organization at all the various organization levels within the region. The completed charts should be forwarded to the Washington Personnel Management Division at the earliest possible date, but in no event later than June 1, 1942, accompanied by (1) recommendations (Form 41) covering the major personnel actions required to bring the existing organization into alignment with the proposed charts and (2) a list of any surplus personnel, with notations as to suggested placement.



Chief

Attachments

ORGANIZATION OUTLINE CHART



Office of the Chief
Soil Cons. Service

Consultant on Assis.to Cons.Dists.

Spec. Assts. on Foreign Coop.

Budget & Finance Division

Camp Operations Division

Administrative Services Division

Information & Education Div.

Records & Reports Division

State Relations Division

Personnel Management Division

Land Acquisition Division

OPERATIONS

Agronomy
Division

Range
Division

Engr.
Division

Biology
Division

Nursery
Division

Forestry
Division

Project
Plans
Division

Land
Mgt.
Division

Soil Cons.
Surveys
Division

Carto-
graphic
Division

RESEARCH

Research
Specialists

Erosion
Control
Practices
Division

Water
Cons. &
Disposal
Prac. Div.

Farm
Irrigation
Division

Office of the
Regional Conservator

FIELD ORGANIZATION CHART

